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15 October 1951

MEMORANDUM FOR: AD/TR(C)

SUBJECT: Obstacles to Effective Training and Proper
use of TR(C) Personnel

1. Following are listed obstacles to effective training and appropriate use of TR(C) personnel:

a. Activities not legitimately part of the training function to which TR(C) personnel devote time. Many of these functions have been assumed by TR(C) personnel in the absence of personnel in other elements by whom they should legitimately be performed.

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(1) Assignment of [REDACTED] personnel to procurement of aircraft.

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(2) Procurement of equipment by [REDACTED] personnel for [REDACTED] containers). 25X1A8a

(3) Use of training personnel for liaison purposes not related to training. This has resulted from the absence of a central liaison element within CIA.

b. Obstacles to effective training over which TR(C) has no control:

(1) Poor morale of students in training resulting from their improper recruiting, handling, and administration.

(2) Absence of clear-cut policy and direction from the operating divisions to TR(C).

(3) Instructor personnel procurement and handling, particularly in the case of military personnel. This includes difficulties in procurement of military personnel resulting from prior establishment of quotas and the lack of an effective means of accomplishing promotions of military personnel assigned.

2. It is believed

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Approved For Release 2000/08/10 : CIA-RDP54-00252A000100100004-4

Date: 1 Mar 70 By: [REDACTED]

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2. It is believed that the following measures will serve to remove the obstacles to training noted above:

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a. Development and adequate staffing of the [REDACTED] which is currently under study by [REDACTED] and to which personnel are now being assigned. It is our understanding that this element will serve as coordinating and focal point for all activities in connection with air and maritime operations and that it will be responsible for initial liaison with each of the Armed Services including Army. It is believed that all of the inappropriate activities listed under paragraph 1.a. should be taken over by this new element. Further, this element should define policy, develop doctrine, and establish training objectives within [REDACTED] spheres for students assigned to TR(C).

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b. Responsibility for handling of student personnel prior to their reporting for operational assignments should be clearly fixed in a single element having sufficient staff and authority to meet this responsibility. In [REDACTED] Staff would appear to be the logical responsible element. If coordination of [REDACTED] is effected this responsibility might be placed upon [REDACTED]. Responsibilities of this element for student personnel should include cover, security, and morale. Functions should include: determination and coordination of covert operational personnel requirements, supervision of recruiting, briefing, administration prior to delivery to operating division, and supervision of training.

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c. The general policy should be established in all procurement activities that requirements for supplies and equipment must include allowances for training in TR(C). In the case of expendable items a general provision of 20% over operational requirements for training should be established. In the case of non-expendable items particularly those of an expensive nature, training should be consulted as to its requirements prior to the placing of orders with manufacturers.

d. Military Personnel Division should be encouraged to find means whereby military personnel assigned to this agency may be assured of promotion and their careers furthered by assignment to this agency. It is recognized that this is a difficult problem; however, its solution would be a real step forward and one from which this agency would benefit highly.

3. It is recommended:

a. That TR(C)

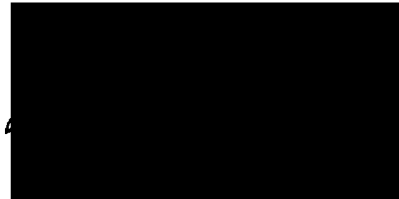
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a. That TR(C) be kept informed of activities and development of the [REDACTED] and if necessary recommend to higher authority the inclusion among this new element's responsibilities of those duties mentioned in paragraph 2.a.

b. That TR(C) recommend to [REDACTED] assignment of responsibilities noted in paragraph 2.b

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c. That Procurement Division be officially notified of continuing training requirements and requested to establish SOP for meeting training requirements.



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